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# Strategic Recruiting: Values-Guided Hiring

Dr. Elizabeth Croft, P.Eng., FEC, FASME  
Jennifer Pelletier



a place of mind

THE UNIVERSITY OF BRITISH COLUMBIA



# Elizabeth Croft

Ph.D., P.Eng., FASME, FEC

NSERC Chair for  
Women in Science and Engineering  
BC/Yukon Region

Professor  
UBC Mechanical Engineering

Associate Dean, Education and  
Professional Development  
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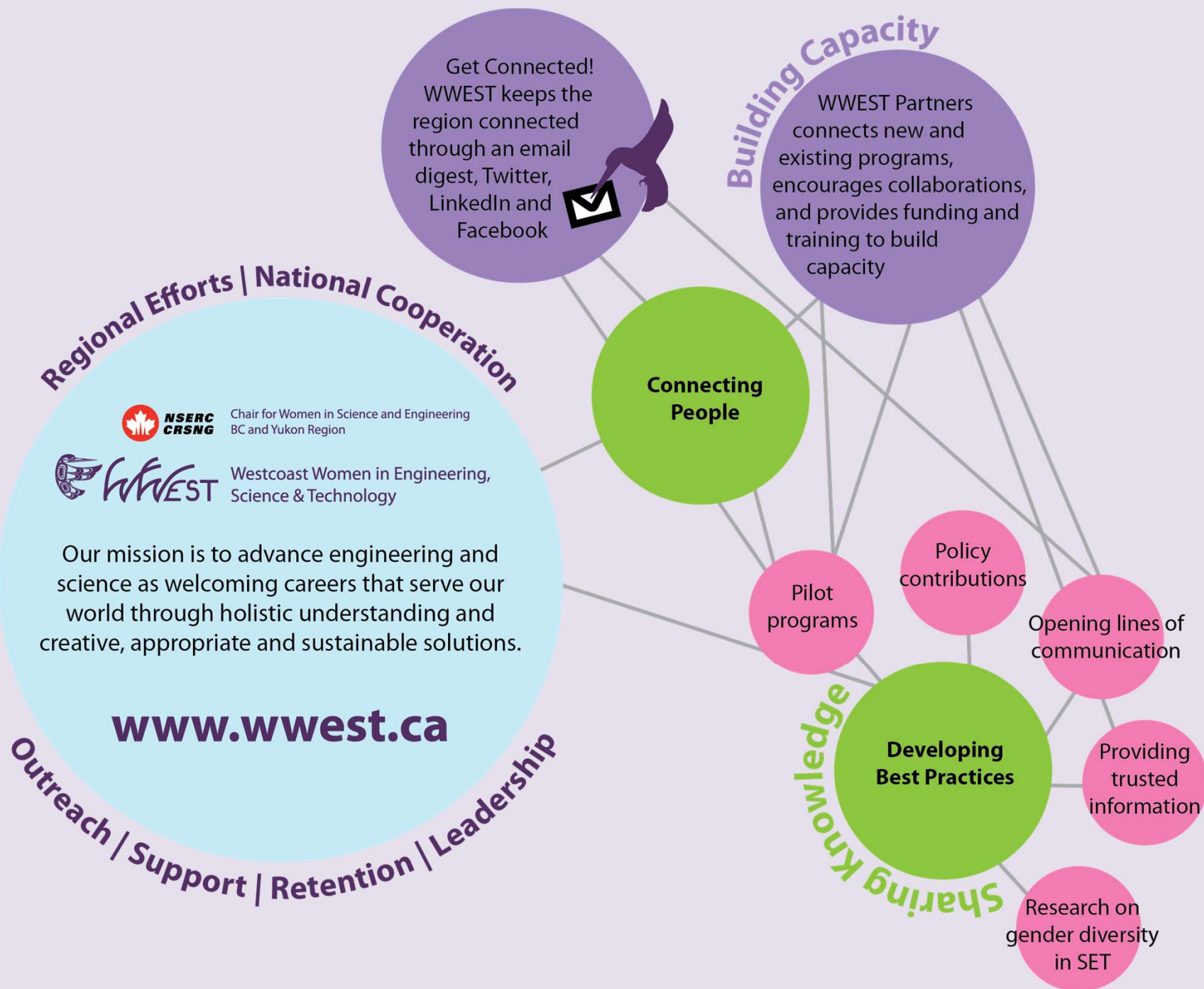


# Jennifer Pelletier

Manager, WWEST

The program of Dr. Croft's  
NSERC Chair for  
Women in Science and Engineering  
BC/Yukon Region





# Why diversity?

What is the equation for success? How do I attract and pick the right talent?



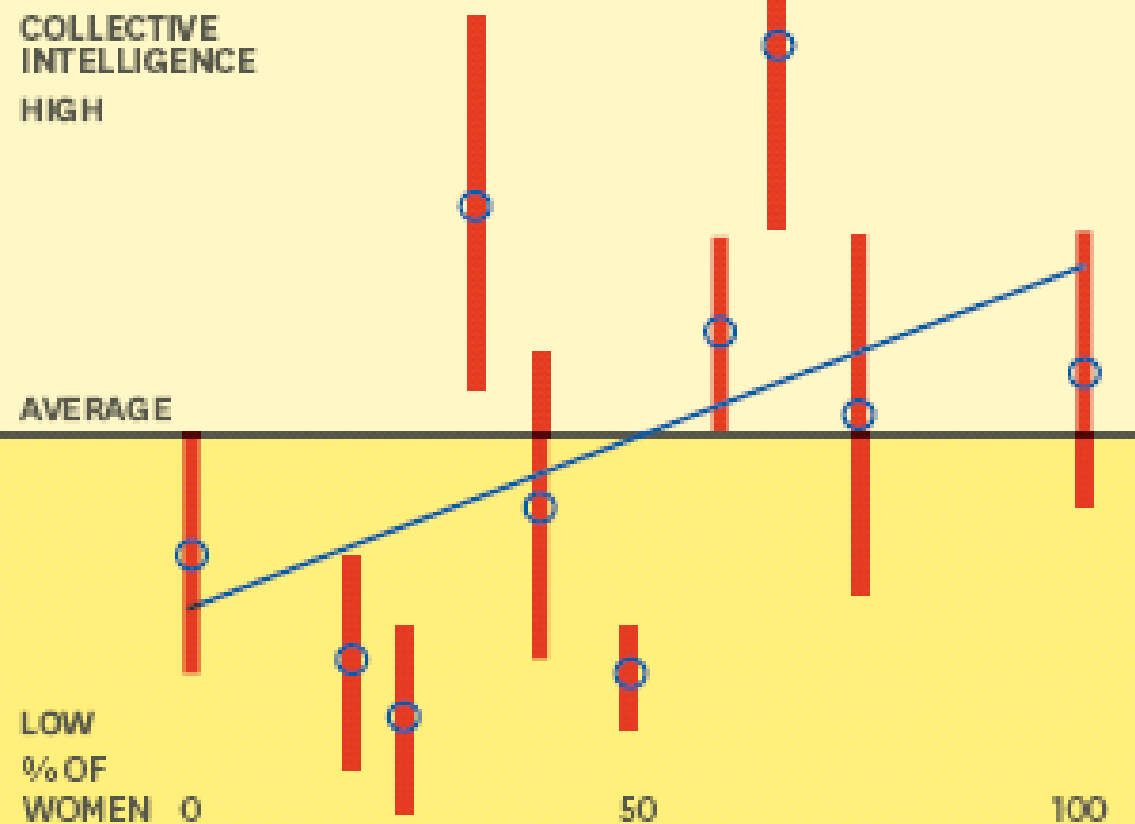
## Business Case Summary<sup>1</sup>

- Access of employers to a broader **talent pool**
- Increased **innovation potential and market development**
- Stronger **financial performance**
- Improved **governance**
- Greater **return on human resource investment**

<sup>1</sup> Emerson, C. (2010), Increasing Women in SETT, The Business Case, Canadian Center for Women in Science Engineering, Trades and Technology, 12 pp., [www.ccwestt.org](http://www.ccwestt.org)

## The Female Factor

The chart plots the collective intelligence scores of the 192 teams in the study against the percentage of women those teams contained. The red bars indicate the range of scores in the group of teams at each level, and the blue circles, the average. Teams with more women tended to fall above the average; teams with more men tended to fall below it.



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Home > Current Issue > vol. 111 no. 24 > Kiju Jung, 8782–8787, doi: 10.1073/pnas.1402786111



## Female hurricanes are deadlier than male hurricanes

Kiju Jung<sup>a,1</sup>, Sharon Shavitt<sup>a,b,1</sup>, Madhu Viswanathan<sup>a,c</sup>, and Joseph M. Hilbe<sup>d</sup>

Author Affiliations

Edited\* by Susan T. Fiske, Princeton University, Princeton, NJ, and approved May 14, 2014 (received for review February 13, 2014)

Abstract Full Text Authors & Info Figures SI Metrics Related Content PDF PDF + SI

### Significance

Meteorologists and geoscientists have called for greater consideration of social science factors that predict responses to natural hazards. We answer this call by highlighting the influence of an unexplored social factor, gender-based expectations, on the human toll of hurricanes that are assigned gendered names. Feminine-named hurricanes (vs. masculine-named hurricanes) cause significantly more deaths, apparently because they lead to lower perceived risk and consequently less preparedness. Using names such as Eloise or Charlie for referencing hurricanes has been thought by meteorologists to enhance the clarity and recall of storm information. We show that this practice also taps into well-developed and widely held gender stereotypes, with potentially deadly consequences. Implications are discussed for understanding and shaping human responses to natural hazard warnings.

### Abstract

Do people judge hurricane risks in the context of gender-based expectations? We use more than six decades of death rates from US hurricanes to show that feminine-named hurricanes cause significantly more deaths than do masculine-named hurricanes. Laboratory experiments indicate that this is because hurricane names lead to gender-based expectations about severity, and this, in turn, guides respondents'

### This Issue



June 17, 2014  
vol. 111 no. 24  
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# Our premise

Engineering as a profession needs the best and brightest of our entire community

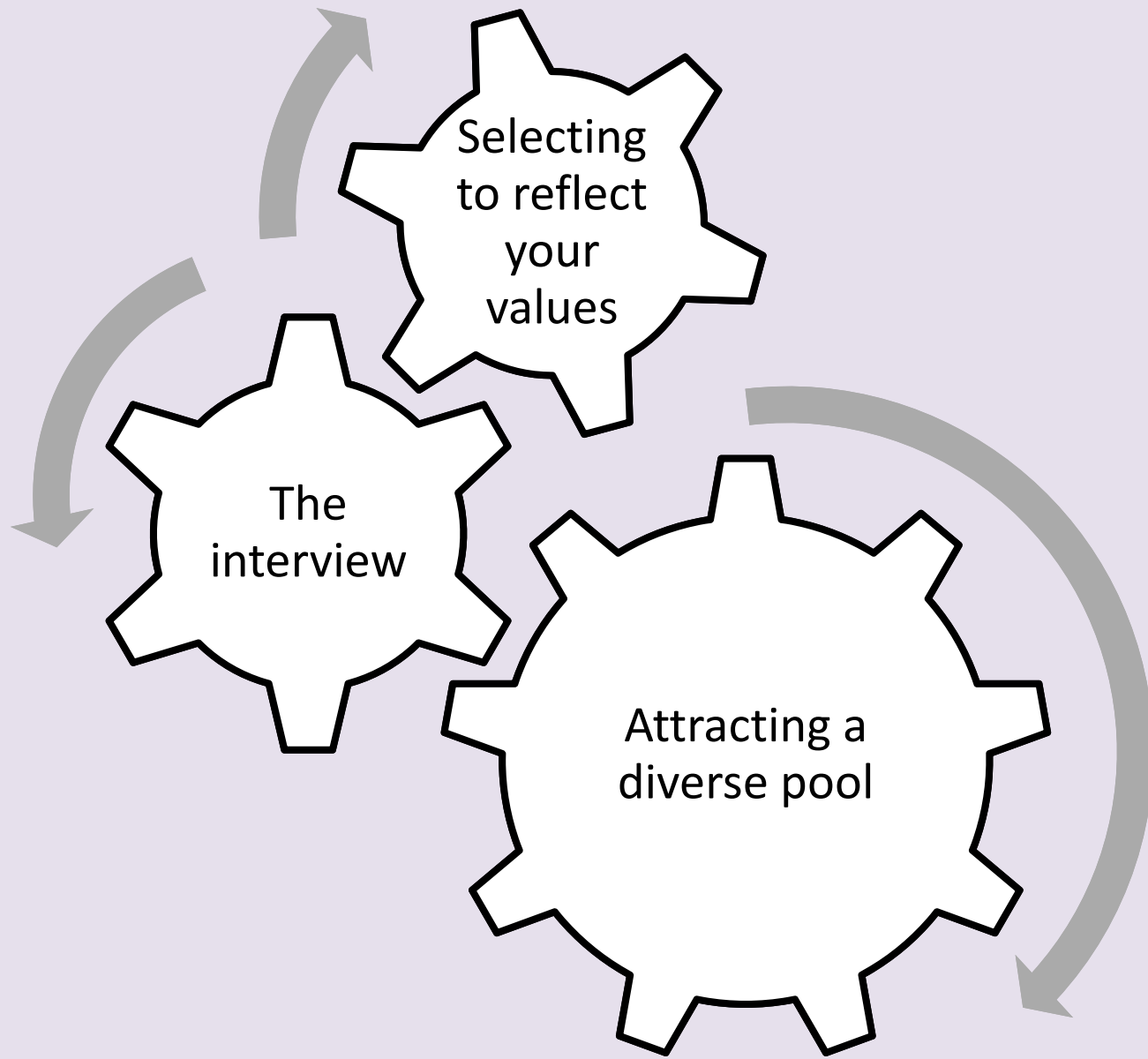
We don't need policies about women in engineering – we need good people policies

The best solutions are informed by the research and backed up with facts

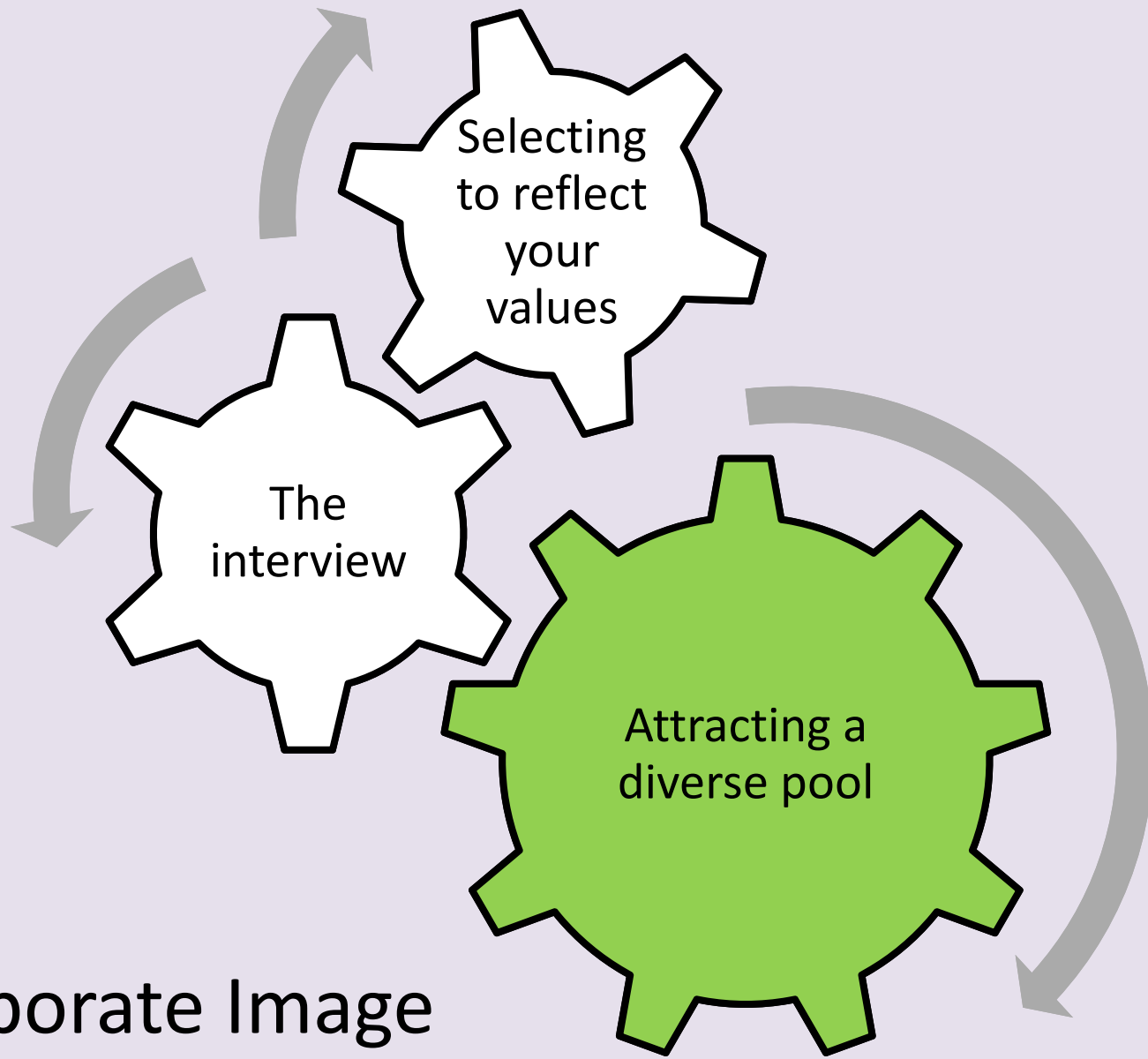
People want to help, but they don't know what to do

Start from values.

This is about good  
*people* policies.







Corporate Image



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### Calendar



## Why Choose for Your Career?

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1 | 2 | 3



May 20

We are looking for Journeyperson Industrial Mechanics/Millwrights and Heavy Duty Mechanics at our Rocanville... <http://t.co/ynaHSQHGfb>



Career Opportunities

MAY 20 2015

[Licensed Journeyperson Industrial Mechanics \(Underground\)](#)

## CAREERS



### Investing in the future

BC Hydro provides a work environment that includes challenging careers with opportunities for growth. We live by six core values: safety, integrity, service, accountability, teamwork and ingenuity. We're dedicated to being one of B.C.'s top employers.

### An award-winning workplace

In 2015, BC Hydro has been chosen for the following nationally-recognized awards:





## Careers

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Global Human Resources

Te:l +403 237 1234

## CAREERS

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### VIEW ALL JOB POSTINGS

The acquisition of [Suncor Energy Inc.](#) was finalized on May 8th, 2015. This fact certainly makes our company one of the most attractive places to work in the oil and gas sector.

We are an organization with strong values and a focus on attracting and developing the best talent available. We are committed to conducting business safely and in a socially and environmentally responsible manner. Our employees are driven, tackle opportunities to do challenging work, have a bias for results and thrive in a fast-paced, high-energy work environment. Our people see everyday as an opportunity to be leaders within [their communities](#), our communities and the industry.

As an international oil and gas company, our business takes us around the world in search of exploration and development opportunities. Headquartered in Canada, our two main operating

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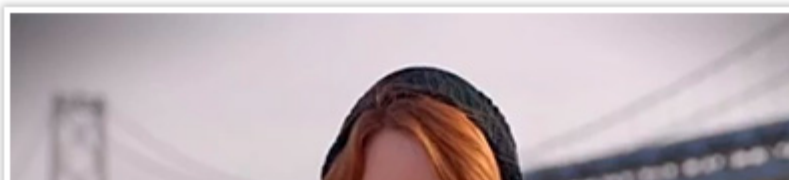
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## Careers

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### Find your #dreamjob in Canada!

Salesforce.com's social and mobile cloud technologies are helping companies connect with their customers, partners and employees in entirely new ways and revolutionizing the way businesses sell, service, market, and succeed. Our first Canadian office opened in 2005 and we have a deep commitment to the success of our customers countrywide. Our rapid growth and exciting culture make working at salesforce.com a true #dreamjob!

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### Teams in Canada

Learn about the roles in Canada by clicking on a team from office below.

“Kmart was excited to reveal they would be open earlier than ever Thanksgiving 2013 and would stay open through all of Black Friday.”

Source: Business Insider



**Jennifer Brazen**  
@jennbrazen

06 Nov

Sadly not paying off layaways @Kmart this holiday season. Open on #thanksgiving is #shameful and #greedy



**Kmart** ✓  
@Kmart

Follow

@jennbrazen Kmart is staffing w/ teams & seasonal associates when possible, giving them opportunity to make extra money during holiday.

7:24 AM - 6 Nov 2013



**Annalisa Alosco**  
@AnnalisaAlosco

05 Nov

"Let's not allow our workers to celebrate Thanksgiving w their families this year," said no one ever and @Kmart exes: [ti.me/1hJMUj6](https://t.me/1hJMUj6)



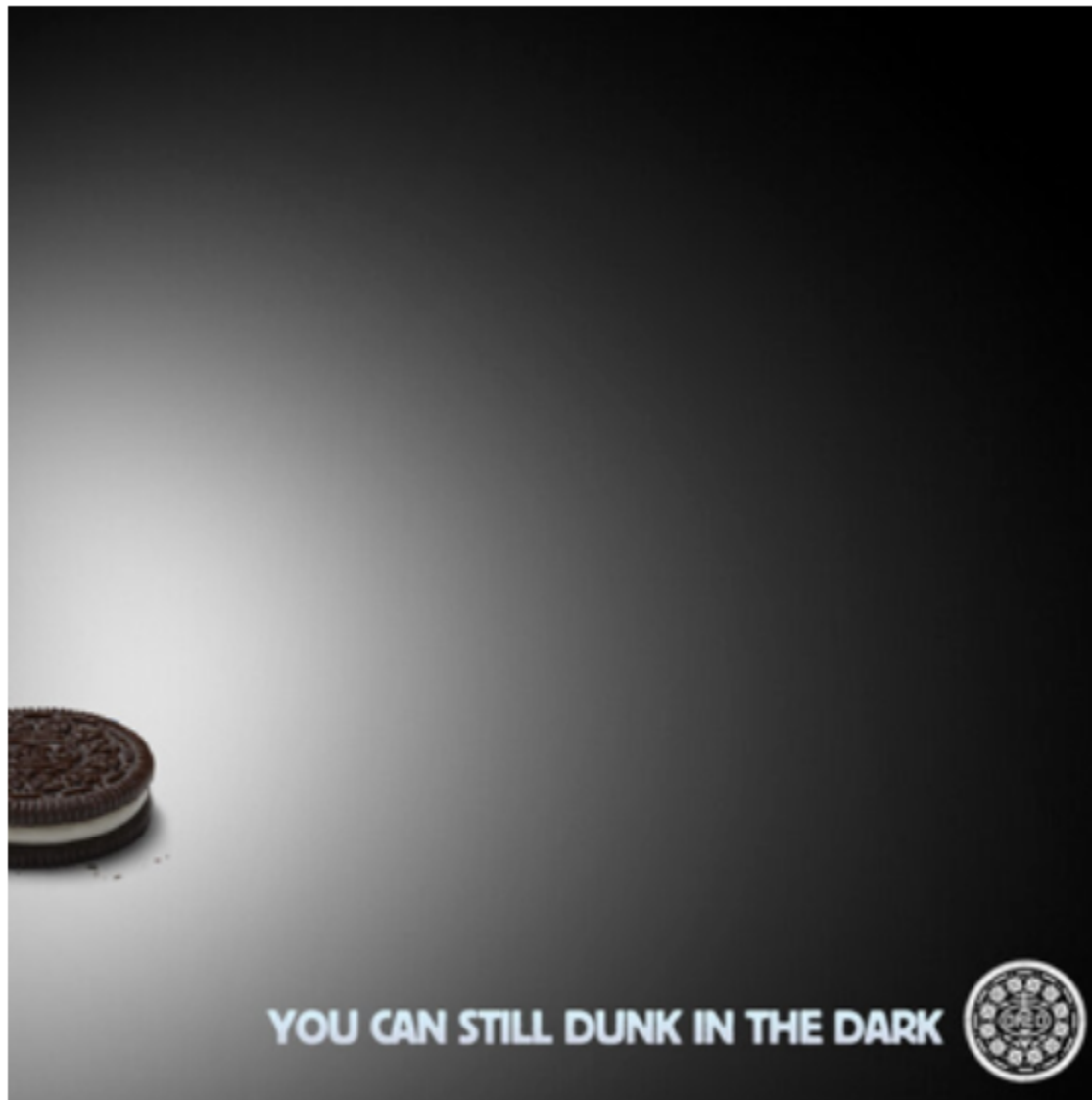
**Kmart** ✓  
@Kmart

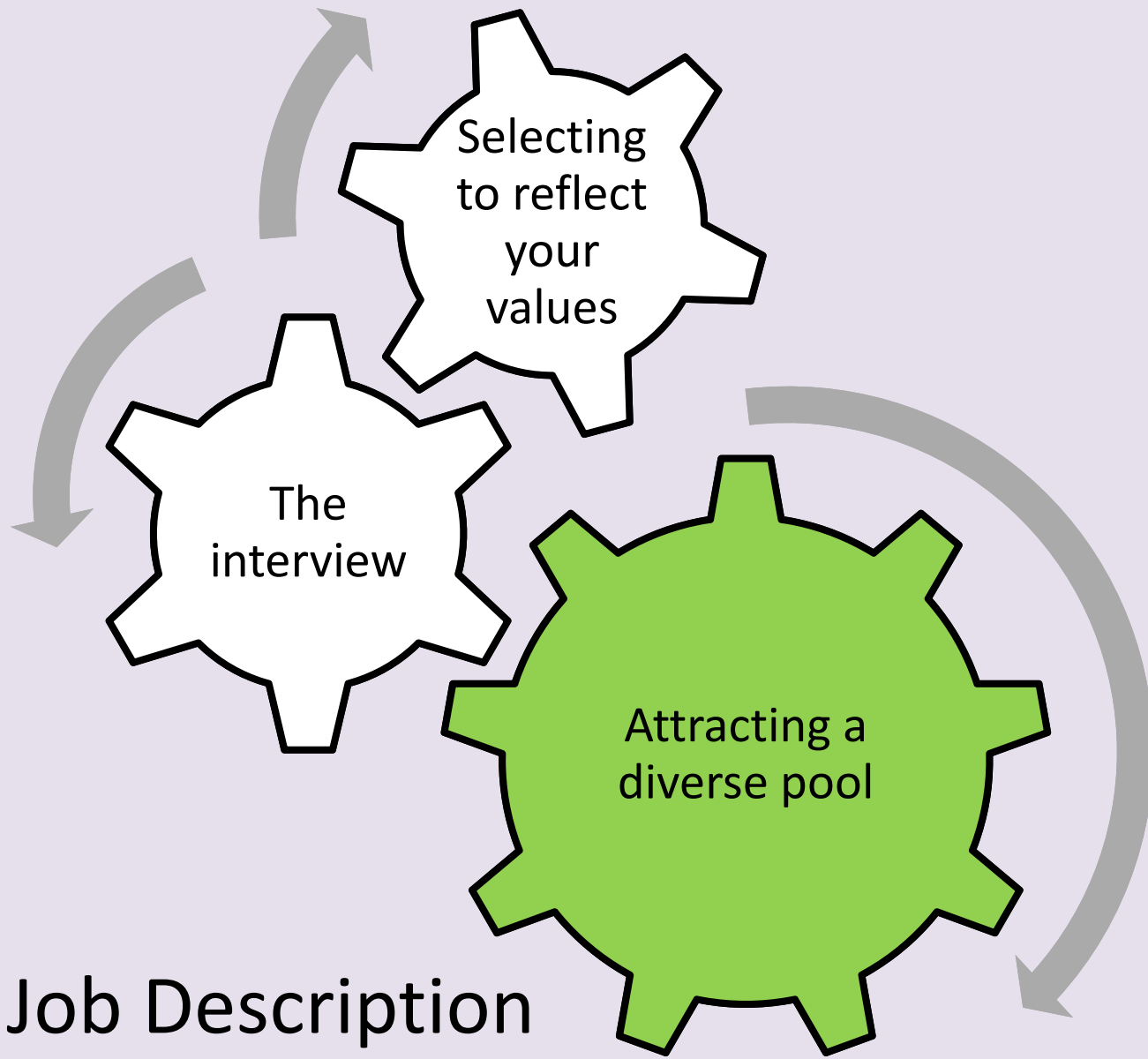
Follow

@AnnalisaAlosco Kmart is staffing w/ teams & seasonal associates when possible, giving them opportunity to make extra money during holiday.

1:03 PM - 5 Nov 2013









# Gendered Language

Gendered wording **subtly** signals who **belongs** and **who doesn't**.

Below are examples of language in job advertisements and qualities of candidates.

## *Feminine*

- a company's "**excellence**" in the market
- "**understand** markets to **establish** appropriate selling prices"
- "We are **committed** to providing top quality health care that is **sympathetic** to the needs of our patients"

## MASCULINE

- a company's "**dominance**" in the market
- "**analyze** markets to **determine** appropriate selling prices"
- "We are **determined** to deliver **superior** medical treatment tailored to each individual patient"

### Source:

Gaucher, D., Friesen, J. & Kay, A. (2011). Evidence that gendered wording in job advertisements exists and sustains gender inequality. *Journal of Personality and Social*

## Sample Gendered Words

### *Feminine*

Affectionate  
Cheer\*  
Commit\*  
Communal  
Compassion\*  
Connect\*  
Considerate  
Cooperat\*  
Depend\*  
Emotiona\*  
Empath\*  
Flatterable  
Gentle  
Honest  
Interdependen\*  
Interpersona\*  
Kind  
Kinship  
Loyal\*  
Nurtur\*  
Pleasant\*  
Polite  
Quiet\*  
Respon\*  
Sensitiv\*  
Submissive  
Support\*  
Sympath\*  
Tender\*  
Together\*  
Trust\*  
Understand\*  
Warm\*

### MASCULINE

Active  
Adventurous  
Aggress\*  
Ambitio\*  
Analy\*  
Assert\*  
Athlet\*  
Autonom\*  
Challeng\*  
Compet\*  
Confident  
Courag\*  
Decide  
Decisive  
Decision\*  
Determin\*  
Domina\*  
Force\*  
Hierarch\*  
Hostil\*  
Independen\*  
Individual\*  
Intellect\*  
Lead\*  
Logic  
Objective  
Opinion  
Outspoken  
Persist  
Principle\*  
Stubborn  
Superior  
Self-confiden\*

## WARM LANGUAGE & PUBLIC (DIS)APPROVAL

COMBINED

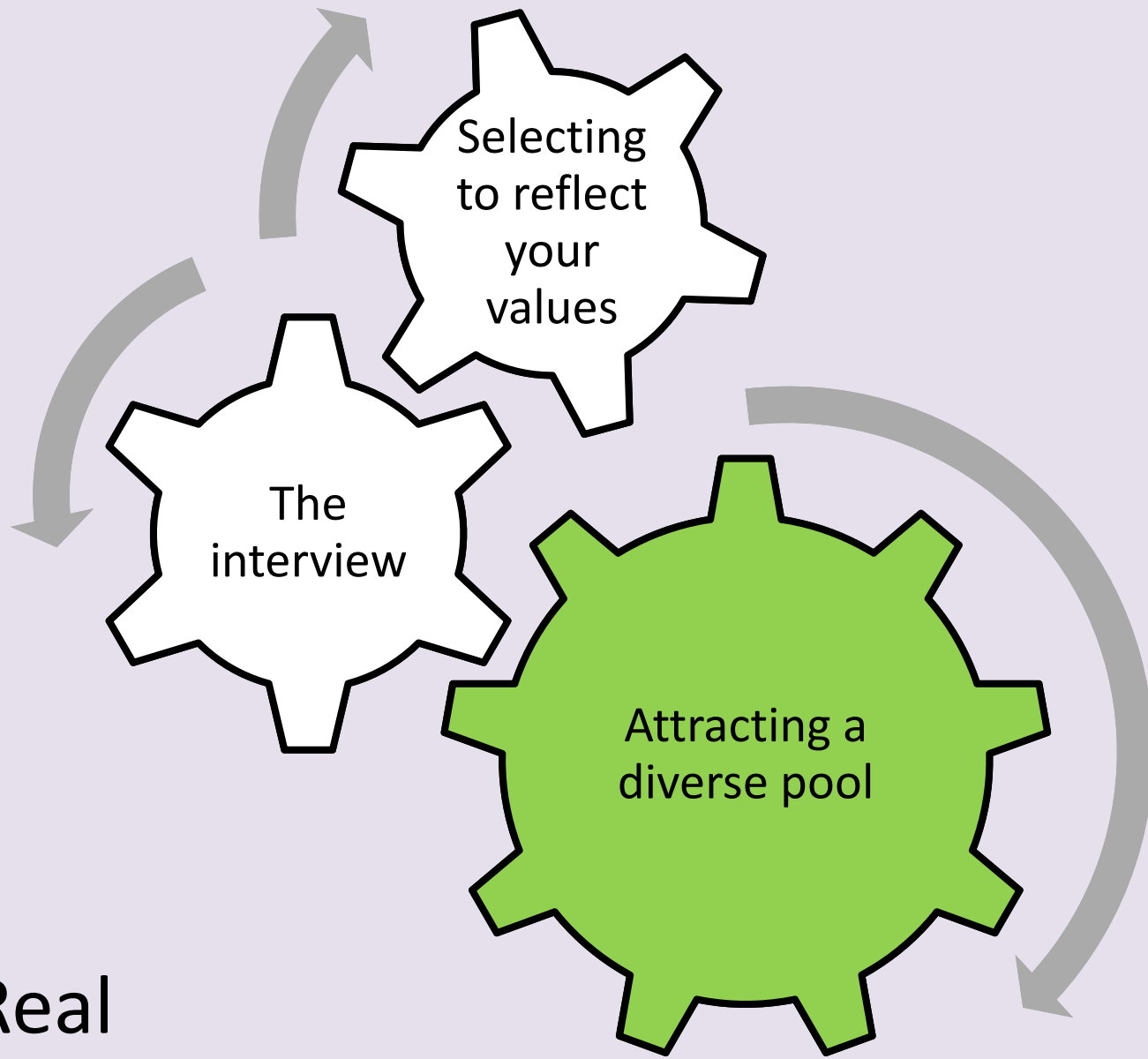


**AS CONGRESS'S LANGUAGE  
GOES NEGATIVE SO DOES  
THEIR APPROVAL**

- PROSOCIAL LANGUAGE
- PUBLIC APPROVAL RATING



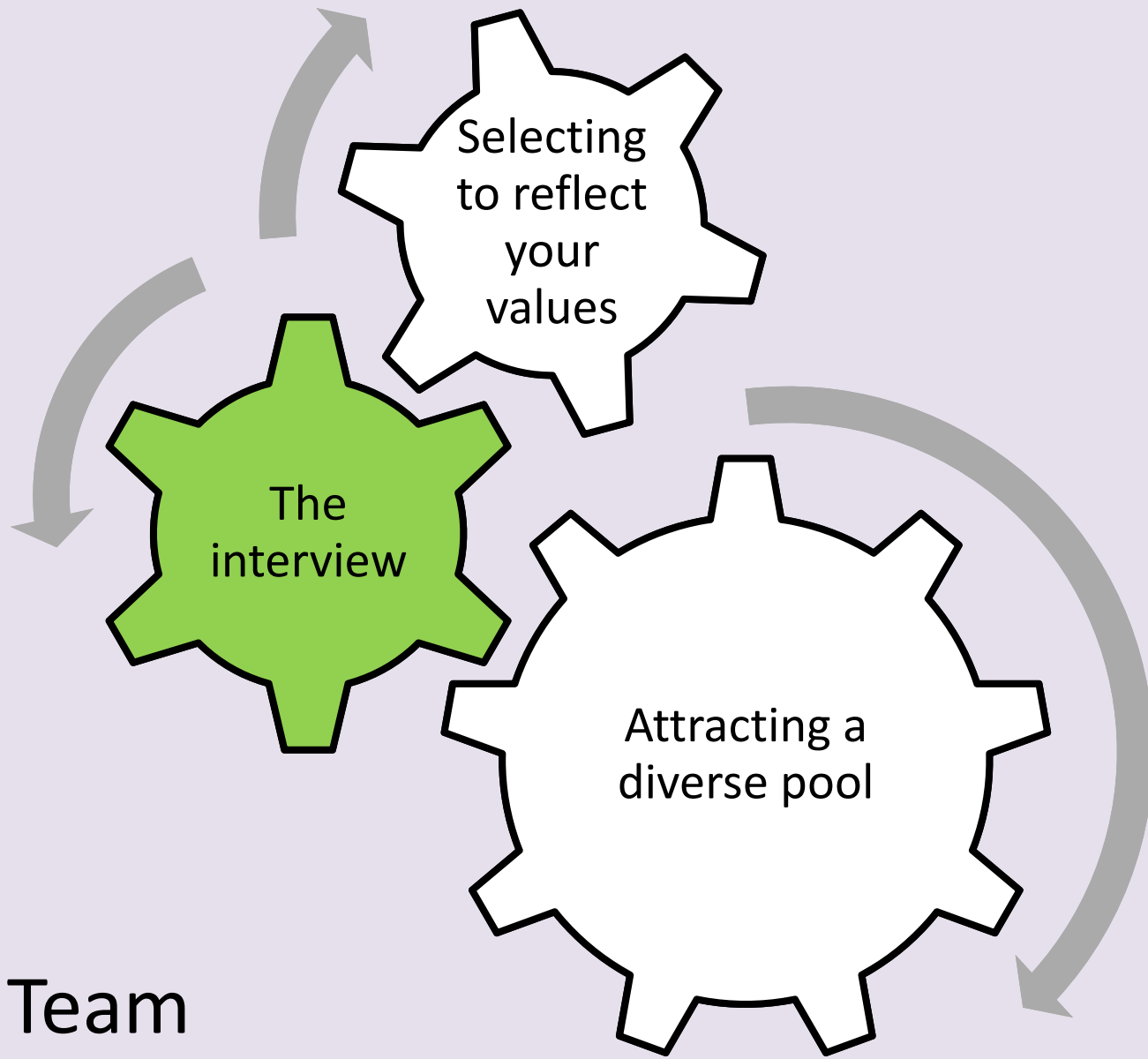
**SAUDER**  
School of Business



Be Real

Position your  
company as the  
employer of choice.



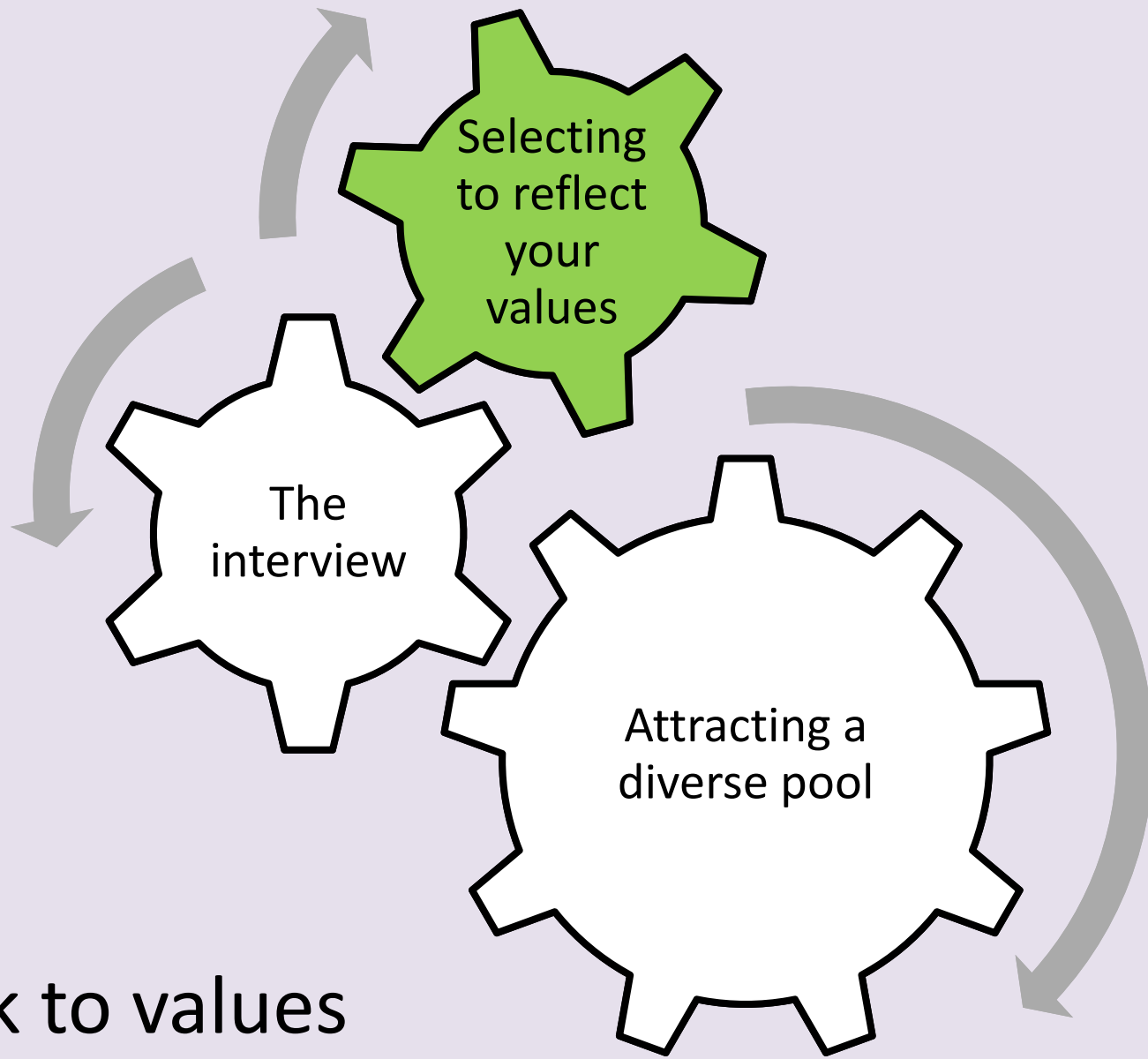


The Team

Be Real

Bring it back to  
values.

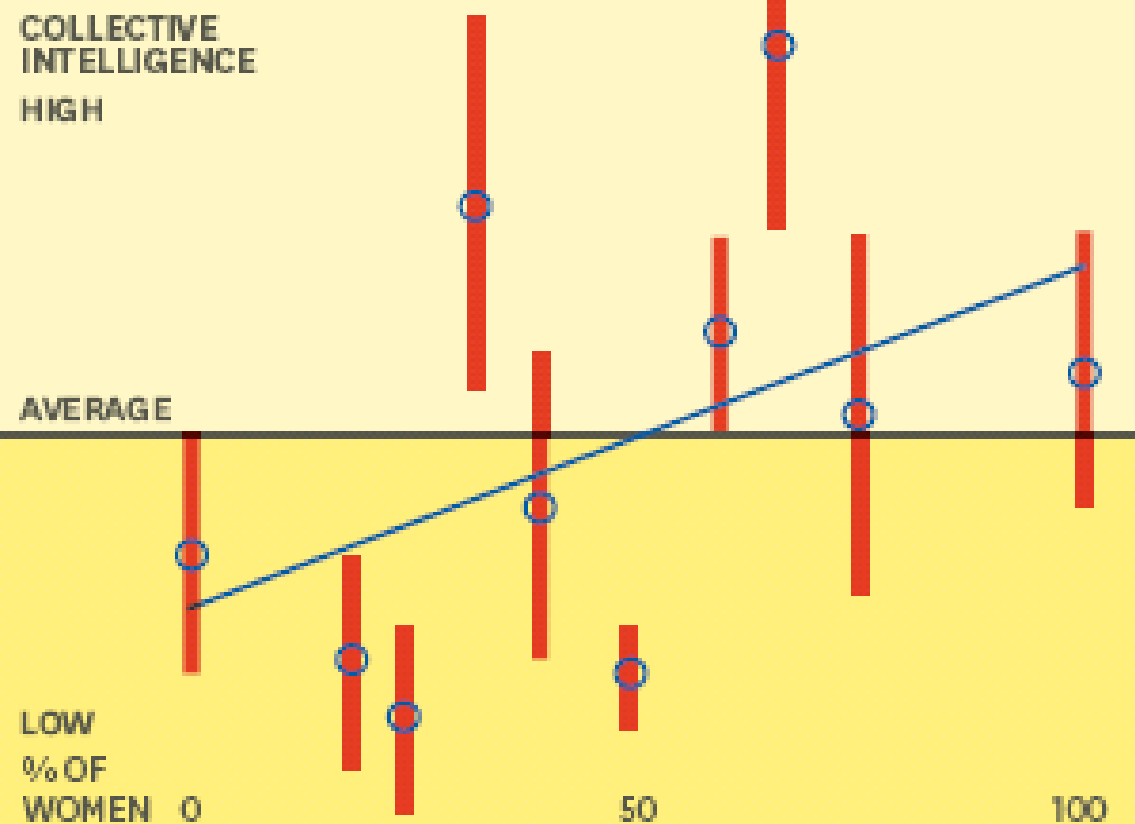
Total  
compensation



Back to values

## The Female Factor

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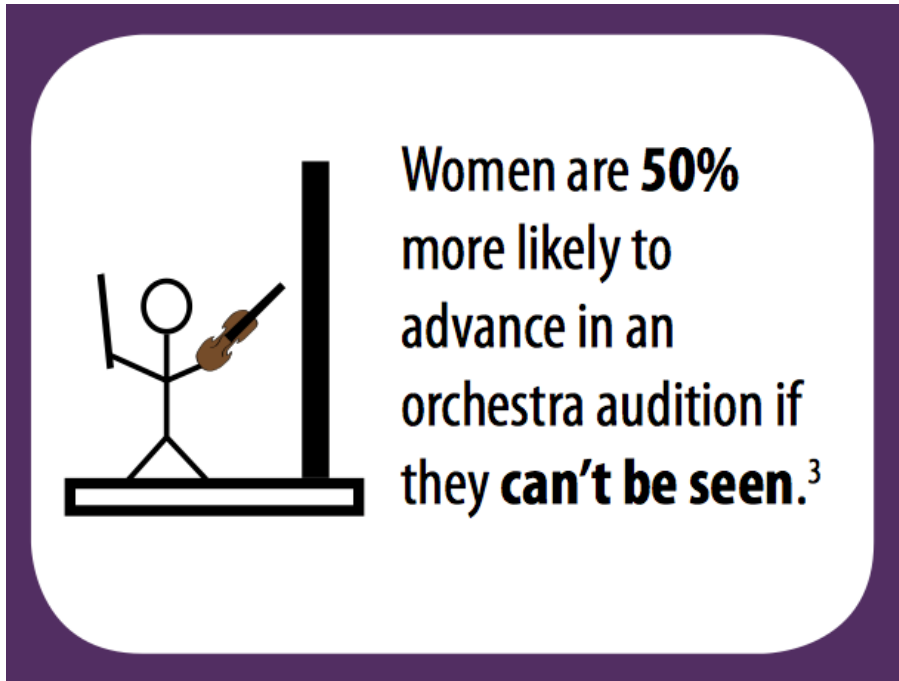
Anacona, D.G. & Caldwell, D.F. 1992. Demography and Design: Predictors of New Product Team Performance. *Organization Science*, 3(3): 321-341.

Implicit bias

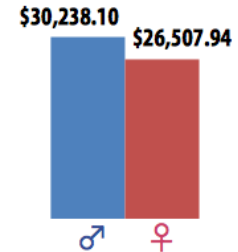


# Implicit Bias

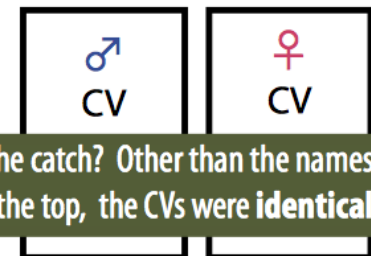
Implicit Bias: the assumptions and conclusions we jump to without thinking



US science professors were asked to evaluate a CV for a **lab manager:**<sup>2</sup>



The male candidate was offered a **higher salary...**



Select metrics on  
actual job needs

Anonymize  
resumes

Close the loop

Questions?



## Optional activity

Describe a job.

As a group, brainstorm appropriate metrics.

# ENGENDERING ENGINEERING SUCCESS



Elizabeth Croft

UBC (Mech. Eng.)  
NSERC CWSE (BC/Yukon)

Toni Schmader

UBC (Soc. Psych.)  
Canada Research Chair  
(Soc. Psych.)

Michelle Inness

U. Alberta (Business)

Valerie Davidson

U. Guelph (Engineering)  
Former NSERC CWSE  
(Ontario)

et. al.



## OVERALL OBJECTIVE

Engendering Engineering Success will **study, develop and disseminate policies, practices and interventions** that both **support and reflect the real situation of women working in engineering careers.**

# GET INVOLVED

[wwest.ca/ees](http://wwest.ca/ees)

Organizational  
Policies and  
Practices:

1 hour  
commitment  
from HR-type  
person

Employee  
Experiences:

Enroll in mixed-  
sex groups (2+)  
of engineers  
who work  
closely together  
4 hours each  
over 2-3 weeks;  
all online